

**QUALITY ENHANCEMENT PLAN**  
**A PLAN FOR EXCELLENCE**  
FY 2011

A *PLAN FOR EXCELLENCE* represents a comprehensive and systematic plan of operation for United Cerebral Palsy of Mobile. This plan is based on the Agency's commitment to quality enhancements in services and supports for people with disabilities and their families. The plan is also designed to identify and assess services, processes and outcomes critical to the effectiveness of UCP programs, staff and the Agency as a whole.

Without a doubt, it is impossible for UCP to make meaningful progress towards fulfillment of our mission without a clear exploration and understanding of values, outcomes and systematic needs. As a result, this *PLAN FOR EXCELLENCE* will focus on an overall quality initiative that will explore values, while addressing needs and service gaps in programs and Agency operations. Throughout all quality enhancement efforts, UCP will strive to ensure that the core components and values of an effective system are sought and maintained.

**Mission**

The primary mission of United Cerebral Palsy is to promote the independence, productivity and full citizenship of people with cerebral palsy and other disabilities.

**Vision**

United Cerebral Palsy of Mobile, guided by a diverse and dedicated Board of Directors, will work in a collaborative effort with staff, families and people with disabilities, and the community to expand and enhance its core services throughout central and south Alabama, develop new services to address the unmet needs of people with disabilities, promote the marketability and visibility of the agency in the community, create additional financial opportunities to enhance the ongoing financial viability of the Agency, and assume a leadership role in advocacy, thus becoming the agency of choice, by which all others are measured.

**Philosophy/ Values**

- 1) United Cerebral Palsy believes that services and supports should be provided in an environment that is beneficial to the person, and that they are delivered in a consumer-friendly manner with a minimum of limitation, intrusion, disruption or departure from commonly accepted patterns of daily living.
- 2) United Cerebral Palsy is committed to the development of processes, programs and supports that assist individuals to make choices, exercise their rights, achieve their own goals, increase control over life experiences and to fully live a life without limits.

- 3) United Cerebral Palsy strives to affirm and protect the human, legal and civil rights of individuals with disabilities and their families and endeavors to safeguard these rights through policy statements and concerted advocacy efforts on the local, state and national levels.
- 4) United Cerebral Palsy works to enhance public awareness and understanding of individuals with disabilities that will promote social and economic opportunities for individuals who receive UCP services and supports.

### **General Quality Enhancement Goals**

- 1) To have an ongoing process to provide meaningful opportunity for input regarding UCP services and supports for individuals, families, funders and other organizations.
- 2) To utilize feedback from individuals, families, professionals, employees, funders, the community and other organizations to initiate assessments aimed at the enhancement of service systems.
- 3) To communicate a high priority of participation and commitment of all levels of leadership that centers on Quality Enhancement activities.
- 4) To involve all levels of administrative and program staff in Quality Enhancement initiatives.
- 5) To disseminate information to and obtain follow-up actions from appropriate committees, departments, disciplines and all levels of staffing.
- 6) To track performance data over time to provide effectiveness of enhancement activities.
- 7) To focus on activities to improve services, supports and Agency operations.
- 8) To develop services and supports that fill gaps in the UCP service system.

## Family Services

**Outcome: Family Services provided to individuals with disabilities and families will be enhanced through increased training, stable funding and improved processes.**

**Objective: A permanent annual funding source will be secured for the UCP Voucher Respite Program. (Priority#3)**

**Action Plan:**

1. Director of Family Services will determine funding sources for solicitation. (12/01/10)
2. Funding sources will be contacted and meetings arranged, if appropriate. (01/01/11)
3. Applications / proposals will be completed. (06/01/11)
4. Funding secured. (09/30/11)

**Persons Responsible:**

1. Director of Family Services
2. Director of Family Services
3. Director of Family Services

**Resources:**

1. Foundations
2. Internet

**Evaluation:**

1. Contact Reports
2. Meeting schedules
3. Progress discussions
4. Completed Applications / Proposals

**Objective: UCP's Personal Care (PC) program will receive CARF accreditation by 05/01/11. (Priority#1)**

**Action Plan:**

1. Director of Family Services (DFS) and Chief Operating Officer (COO) will determine appropriate CARF program area for accreditation (9/20/11)
2. DFS will meet with PC staff to discuss accreditation process and changes, if appropriate by 10/10/10.
3. Changes/adaptations in program will be implemented by 10/20/10.
4. On-going monthly reviews of program will be conducted starting 11/20/10.
5. Accreditation will be secured by 05/01/11.

Persons Responsible:

1. Director of Family Services, COO
2. Director of Family Services, COO
3. Director of Family Services, COO
4. Director of Family Services
5. Director of Family Services

Resources:

1. CARF Manual
2. CARF Consultants

Evaluation:

1. Meeting Notes
2. Monthly Reviews
3. Progress Discussions
4. Successful Accreditation
5. Timeline Success

Objective: The employment longevity of Personal Care Staff will be increased by 10/1/12. (Priority #2)

Action Plan:

1. Director of Family Services (DFS) will determine core training needs by 02/01/11.
2. Ongoing training in identified need areas will be implemented by 06/01/11.
3. Salary increases for Personal Care staff will be determined for the FY 2012 budget by 09/01/11.
4. Salary increases for Personal Care staff will be included in the FY 2012 budget by 11/01/11.

Persons Responsible:

1. Director of Family Services
2. Director of Family Services
3. Director of Family Services, Director of Finance, COO, CEO
4. Director of Family Services, Director of Finance, CEO, Board of Directors

Resources:

1. Annual Staff Satisfaction Surveys
2. Meetings with Personal Care staff
3. Turnover Reports
4. Internet
5. Other PC providers

## 6. DMH/ID

### Evaluation:

1. PC Staff Meetings
2. HR Reports
3. Training Evaluations
4. Annual Staff Satisfaction Surveys
5. Timeline Success

## Children's Services

**Outcome: Children's Services staff will receive supports that ultimately enhance services for families and children with disabilities.**

Objective: Children's Services staff will meet together at least quarterly.

Action Plan:

1. Director of Children's Services will meet with Early Intervention and Preschool staff quarterly on an ongoing basis.

Persons Responsible:

1. Director of Children's Services

Resources:

1. Internet

Evaluation:

1. Meeting conducted according to timeline
2. Meeting notes

Objective: Early Intervention (EI) staff will maintain a flexible weekly schedule to accommodate after hours and weekend visits by 10/01/11. (Priority #2)

Action Plan:

1. Director of Children's Services will meet with Early Intervention staff to discuss flexible schedule system by 3/01/11.
2. EI staff will discuss needs with families by 04/01/11.
3. Schedules will be evaluated to determine initial flexibility needs by 05/01/11.
4. Flexible schedules will be implemented by 06/01/11.

Persons Responsible:

1. Director of Children's Services (DCS)
2. Early Intervention staff, DCS
3. Early Intervention staff, DCS
4. DCS, Early Intervention staff

Resources:

1. Other EI providers
2. Director of Human Resources

3. Families
4. Staff
5. EI stakeholders

Evaluation:

1. Meeting Notes
2. Weekly Schedules
3. Family Satisfaction Surveys
4. Timeline Success

Objective: UCP's Preschool will offer expanded hours to include before and after school care by 08/11/11. (Priority #3)

Action Plan:

1. Director of Children's Services (DCS) will meet with Preschool staff to discuss expanded hours and staffing needs by 03/01/11.
2. DCS will determine fee schedule and staffing for expanded hours by 06/01/11.
3. DCS will notify families of expanded hours by 07/01/11.
4. Expanded Preschool hours will be implemented by the beginning of the 2011-2012 school year (08/01/11).

Persons Responsible:

1. Director of Children's Services, Preschool staff
2. Director of Children's Services
3. Director of Children's Services
4. Director of Children's Services

Resources:

1. Other providers/UCP affiliates
2. Director of Human Resources
3. Preschool staff
4. Families

Evaluation:

1. Preschool schedule
2. Family satisfaction surveys
3. Family correspondence
4. Meeting notes
5. Timeline success

Objective: An enhanced substitute list for Preschool staff will be maintained on an ongoing basis.

Action Plan:

1. Director of Children's Services will continually seek individuals for the substitute list and complete required paperwork on an ongoing basis.

Persons Responsible:

1. Director of Children's Services, Director of Human Resources

Resources:

1. Payroll records
2. Intellicorp
3. Director of Human Resources

Evaluation:

1. Phone contact notes
2. Pre-employment records
3. Completed list

Objective: Early Intervention (EI) and Preschool staff will receive specialized training to meet professional needs by 03/01/12.

Action Plan:

1. Director of Children's Services (DCs) will survey EI and Preschool staff to determine specialized training needs by 08/01/11.
2. DCS will schedule trainings, beginning 09/01/11 and continuing until 03/01/12.
3. Specialized needs training for staff will be determined on an annual basis and will be ongoing.

Persons Responsible:

1. Director of Children's Services
2. Director of Children's Services
3. Director of Children's Services

Resources:

1. Other providers/UCP affiliates
2. Internet

3. EI/Preschool stakeholders
4. Staff

Evaluation:

1. Staff surveys
2. Training evaluations
3. Performance evaluations
4. Family Satisfaction Surveys
5. Timeline success

Objective: A permanent storage solution for Preschool equipment will be secured by 06/01/11. (Priority #3)

Action Plan:

1. Director of Children's Services, Therapy Coordinator and Chief Operating Officer will meet to determine equipment use and possible storage solutions by 01/31/11.
2. Permanent storage solution will be determined by 02/28/11.
3. Equipment will be moved and stored by 04/01/11.

Persons Responsible:

1. Director of Children's Services, Therapy Coordinator, COO
2. Director of Children's Services, COO, CEO
3. Director of Children's Services, COO, CEO

Resources:

1. Staff input
2. CEO

Evaluation:

1. Cleared hallways
2. Meeting notes
3. Timeline Success

## Finance

**Outcome:** Through integrated planning, performance management and equipment / software upgrades, the agency will maintain quality financial services and funding values.

**Objective:** An enhanced financial system will be purchased and implemented by 12/31/12. (Priority #1)

**Action Plan:**

1. Director of Finance and CEO will meet to determine budget needs for new system by 10/01/11.
2. Cost of new system will be included in the 2011 budget by 11/01/10.
3. System will be purchased by 12/31/11.
4. System will be installed and data converted by 05/01/12.
5. Financial staff and managers will receive appropriate training to utilize new system by 08/01/12.

**Persons Responsible:**

1. Director of Finance, CEO
2. Director of Marketing and Development
3. Director of Finance
4. Director of Finance

**Resources:**

1. Consultants
2. Other agencies
3. Internet

**Evaluation:**

1. Meeting notes
2. Software purchased per timeline
3. Director of Finance feedback
4. Proficiency evaluations
5. Training evaluations
6. Budget
7. Timeline success

**Objective:** Management staff will receive training to develop enhanced proficiency in the new financial system by 8/30/12 (Priority #3)

Action Plan:

1. Director of Finance will provide ongoing training and support to managers in the following areas including, but not limited to accessing and analyzing reports, data retrieval and utilization, and researching questions regarding financial information beginning 08/01/12 and ongoing until 6/30/14.

Persons Responsible:

1. Director of Finance, Management staff

Resources:

1. New system reports
2. Management staff meeting minutes

Evaluation:

1. Formal training evaluations
2. Performance evaluations
3. Staff input
4. Informal meetings/discussions
5. Timeline success

Objective: Overhead cost allocation bases will be improved by 6/30/13.

Action Plan:

1. Director of Finance (DOF) and managers will analyze overhead costs by 06/30/12.
2. DOF and managers will determine bases of allocations by 09/01/12.
3. DOF will accumulate data beginning 09/05/12.
4. DOF and managers will set up process to maintain integrity of allocations by 01/01/13.
5. DOF will load data into system by 06/30/13.
6. New process is implemented by 06/30/13.

Persons Responsible:

1. Director of Finance, Managers
2. Director of Finance, Managers
3. Director of Finance
4. Director of Finance, Managers
5. Director of Finance, Managers
6. Director of Finance, Managers

Resources:

1. Other agencies
2. Internet

3. Monthly Reports

Evaluation:

1. Budget reports
2. Timeline success

Objective: A transitional plan for Finance Department position responsibilities overhaul will be developed by 09/30/11. (Priority #2)

Action Plan:

1. Director of Finance and Finance staff will evaluate position responsibilities by 05/30/11.
2. Staff responsibilities will be re-distributed by 07/01/11.
3. Finance staff job descriptions will be adapted to reflect new responsibilities by 07/01/11.
4. Finance staff will receive training on new responsibilities by 09/30/11. .

Persons Responsible:

1. Director of Finance, staff
2. Director of Finance
3. Director of Finance, Director of Human Resources
4. Director of Finance

Resources:

1. Job descriptions
2. Finance Department protocol/processes
3. Other agencies

Evaluation:

1. Job descriptions
2. Timeline success
3. Staff satisfaction surveys
4. Meeting notes

## Therapy

**Outcome: UCP of Mobile provides therapy services that are effective and person/family centered and promote family confidence as they interact with their children throughout the day.**

**Objective: A handout explaining the role of parents in the consultative therapy program will be provided to parents/caregivers by the Service Coordinator when therapy is initiated by 01/01/11. (Priority #1)**

**Action Plan:**

1. Therapy Coordinator will develop consultative therapy handout by 11/01/10.
2. Therapy Coordinator will review handout with Director of Children's Services, therapists and Service Coordinators and make changes, if appropriate by 12/01/10.
3. Handouts will be provided to families by 01/01/11.

**Persons Responsible:**

1. Therapy Coordinator
2. Therapy Coordinator, Director of Children's Services, Therapists, EI Staff
3. Therapy Coordinator, Director of Children's Services, Service Coordinators

**Resources:**

1. Other providers
2. Internet
3. Staff input

**Evaluation:**

1. Handout
2. Family surveys
3. Timeline success

**Objective: All therapy reports will be written in family-friendly terms by 10/01/11.**

**Action Plan:**

1. Therapy Coordinator will meet with therapists to review reports and provide examples of family-friendly reports by 03/01/11.
2. Therapy Coordinator and/or therapists will proof reports to ensure use of family-friendly terms/writing style, to begin on 03/01/11.
3. Therapy Coordinator will provide on-going feedback on progress/success.

Persons Responsible:

1. Therapy Coordinator, Therapy staff
2. Therapy Coordinator, Therapy staff
3. Therapy Coordinator

Resources:

1. Therapy reports
2. Internet
3. Therapy journals
4. Other agencies

Evaluation:

1. Reports/evaluations
2. Family Satisfaction Surveys
3. Meeting notes
4. Performance evaluations
5. Timelines success

Objective: Therapists will meet as a group every other month to discuss family information needs, share resources and discuss status of evaluation reports by 01/01/11. (Priority #2)

Action Plan:

1. Therapy Coordinator will develop agenda for Therapist meeting by 10/15/10.
2. Therapy meeting will be held by 10/31/10.
3. Therapy Coordinator will take minutes from meeting and distribute to therapists on an ongoing basis.

Persons Responsible:

1. Therapy Coordinator
2. Therapy Coordinator, Therapy staff
3. Therapy Coordinator

Resources:

1. Schedules
2. Family input
3. Staff input

Evaluation:

1. Meeting minutes
2. Family Satisfaction Surveys
3. Performance evaluations
4. Timelines success

Objective: An annual inventory of current therapy equipment/materials will be conducted by 12/31/10.

Action Plan:

1. Therapy Coordinator will develop an Equipment/Materials List Form by 11/01/10.
2. Therapy Coordinator will distribute form to therapists to complete by 11/15/10.
3. Therapy Coordinator will take completed forms and develop a comprehensive inventory list by 12/31/10.

Persons Responsible:

1. Therapy Coordinator
2. Therapy Coordinator, Therapy staff
3. Therapy Coordinator

Resources:

1. Forms
2. Therapists' input
3. Other agencies

Evaluation:

1. Evaluation List
2. Timelines Success

Objective: A wish list of needed items to loan or distribute to families will be developed by 06/30/11. (Priority #3)

Action Plan:

1. Therapy Coordinator will meet with therapists to develop wish list by 06/30/11.

Persons Responsible:

1. Therapy Coordinator, Therapy staff

Resources:

1. Family Satisfaction Surveys
2. Staff Input

Evaluation:

1. Family Satisfaction Surveys
2. Wish List
3. Timeline Success

## Human Resources

**Outcome: UCP staff are more satisfied with Agency employment and training opportunities.**

Objective: Agency insurance benefits will be maximized for improved rates and services on an ongoing basis.

Action Plan:

1. Director of HR will meet with CEO to determine plans to be researched.
2. Director of HR will research alternative plan rates and benefits and compile a comparison report.
3. CEO and Director of HR will determine optimum plan.
4. New plan rates will be included in the budget.
5. CEO and Director of HR will communicate new plan rates to staff.

Persons Responsible:

1. Director of Human Resources
2. CEO
3. Director of Human Resources, CEO, Director of Finance
4. Director of Finance
5. Director of Human Resources, CEO

Resources:

1. Outside benefits brokers
2. Other agencies
3. Staff satisfaction surveys

Evaluation:

1. Meeting notes
2. Alternative plans
3. Comparison report
4. Agency budget
5. Staff meeting notes
6. Staff memos
7. Employee Satisfaction Surveys

Objective: Salaries for designated staff positions will be enhanced on an ongoing basis.

Action Plan:

1. Director of HR will meet with CEO, COO and managers to discuss results of salary survey.
2. Director of HR will meet with individual managers and CEO to determine specific salary enhancements.
3. Salary adjustments will be included in the Agency budget.

4. Salary adjustments will be communicated to appropriate staff.

Persons Responsible:

1. Director of Human Resources
2. Managers
3. COO
4. CEO
5. Director of Finance

Resources:

1. Alabama Department of Industrial Relations
2. Outside agencies

Evaluation:

1. Meeting notes
2. Salary survey
3. Agency budget
4. Employee Satisfaction Surveys

Objective: A bi-monthly Lunch and Learn training series will be developed and implemented by 06/30/11. (Priority #1)

Action Plan:

1. Director of Human Resources will solicit training ideas from staff by 12/31/10.
2. Director of Human Resources will develop training calendar by 06/30/11.

Persons Responsible:

1. Director of Human Resources
2. Director of Human Resources

Resources:

1. Staff input
2. Staff Satisfaction Surveys
3. Internet
4. Other agencies

Evaluation:

1. Training calendar
2. Timeline success
3. Staff input
4. Staff Satisfaction Surveys

Objective: An Orientation Training Calendar will be developed which requires staff to spend time in other Agency departments (07/01/11). (Priority #2)

Action Plan:

1. Director of Human Resources will meet with managers to determine departmental training for new employees by 05/31/11.
2. Director of Human Resources will develop orientation calendar by 07/01/11.

Persons Responsible:

1. Director of Human Resources
2. Director of Human Resources

Resources:

1. Orientation Checklist
2. Staff Satisfaction Surveys
3. Staff input

Evaluation:

1. Orientation calendar
2. Meeting minutes
3. Staff Satisfaction Surveys
4. Timeline Success

Objective: A formalized Employee Recognition Program will be implemented by 10/01/11. (Priority #3)

Action Plan:

1. Director of Human Resources will solicit input from staff by 07/15/11.
2. Director of Human Resources will develop process to recognize employees and review with CEO, COO and managers by 09/01/11.
3. New recognition program will be distributed to all staff by 10/11/11.

Persons Responsible:

1. Director of Human Resources
2. CEO, COO, Managers, Director of Human Resources
3. Director of Human Resources

Resources:

1. Staff
2. Other agencies
3. Internet

Evaluation:

1. Staff Satisfaction Surveys
2. Timeline Success

## Camp SMILE

**Outcome: Camping opportunities for individuals with disabilities and their families will be expanded and enhanced.**

Objective: Camp will provide services to an increased number of individuals with disabilities who live at home by 06/01/11. (Priority #2)

Action Plan:

1. Camp Director will determine number of individuals in family homes that did not receive services in 2010 by 11/01/10.
2. Camp Director will send out notification to campers who will not receive services in 2010 by 01/01/11.
3. Camp applications will be prioritized to include increased numbers of individuals who live at home by 06/01/11.

Persons Responsible:

1. Camp Director
2. Camp Director
3. Camp Director

Resources:

1. 2010 Camp Applications
2. Camp waiting list

Evaluation:

1. 2011 Camp approved applications
2. Letters
3. Timeline Success

Objective: A new computer system for records processing/maintenance will be purchased and operation by 01/01/11. (Priority #1)

Action Plan:

1. Camp Director and Director of Adult & Youth Services (DAYS) will determine appropriate computer program and cost by 11/01/10.
2. Camp Director will purchase program and arrange for installment by 12/01/10.
3. 2011 Camp applications will be processed using new program by 01/01/11.

Persons Responsible:

1. Camp Director, Director of Adult & Youth Services
2. Camp Director, IT Coordinator
3. Camp Director

Resources:

1. American Camping Association
2. Internet
3. Other camps

Evaluation:

1. Camp records
2. Staff input
3. Timeline success
4. Receipts

Objective: Camp website will be re-designed with new features by 12/31/10.

Action Plan:

1. Camp Director and Director of Adult & Youth Services and IT Consultant will determine needed features for new design by 10/01/10.
2. Camp Director will secure quotes for web design by 10/15/10.
3. Web design will be complete by 12/31/10.

Persons Responsible:

1. Camp Director, Director of Adult & Youth Services, IT Consultant
2. Camp Director
3. Camp Director

Resources:

1. American Camping Association
2. Other camps
3. IT Consultant
4. Internet

Evaluation:

1. Website
2. Receipts
3. Quotes
4. Timeline Success

Objective: Camp protocol and information will be effectively distributed to staff on an ongoing basis.

Action Plan:

1. Director of Adult & Youth Services and Camp Director will use the Peek at the Week, UCP of Mobile website, and other UCP publications to distribute Camp information regarding camper applications, counselor applications, assigned duties and volunteer needs on 01/01/11 and ongoing.

Persons Responsible:

1. Camp Director, Director of Adult & Youth Services

Resources:

1. Director of Human Resources
2. Director of Marketing and Development
3. Internet
4. UCP publications

Evaluation:

1. Staff input
2. UCP website
3. UCP publications
4. Timeline Success

Objective: Camp SMILE will receive accreditation through the American Camping Association by 12/31/11. (Priority #3)

Action Plan:

1. Director of Human Resources will meet with Camp Director and Director of Adult & Youth Services to outline accreditation standards and discuss necessary changes/adaptations by 12/31/10.
2. Camp Director and Director of Adult & Youth Services will implement appropriate changes/adaptations by 07/01/11.
3. Camp Director and Director of Adult & Youth Services will complete request for ACA accreditation by 09/01/11.
4. Accreditation will be obtained by 12/31/11.

Persons Responsible:

1. Director of Human Resources, Camp Director, Director of Adult & Youth Services
2. Camp Director, Director of Adult & Youth Services
3. Camp Director, Director of Adult & Youth Services
4. Camp Director, Director of Adult & Youth Services

Resources:

1. American Camping Association
2. Internet
3. Other camps

Evaluation:

1. Accreditation application
2. Accreditation documents
3. Meeting notes
4. Timeline success

## Adult Services

**Outcome: Services for adults with disabilities and their families will be expanded and enhanced.**

Objective: The Adult Day Program will be CARF accredited by 05/01/11. (Priority #1)

Action Plan:

1. Director of Adult & Youth Services will determine appropriate CARF program for accreditation by 09/25/10.
2. Director of Adult & Youth Services will meet with Adult program staff to outline changes, if any to programming, etc by 10/01/10.
3. Director of Adult & Youth Services will conduct monthly reviews of progress toward accreditation on an ongoing basis.
4. Accreditation will be secured by 05/01/11.

Persons Responsible:

1. Director of Adult & Youth Services
2. Director of Adult & Youth Services
3. Director of Adult & Youth Services
4. Director of Adult & Youth Services

Resources:

1. CARF manual
2. Records
3. Internet

Evaluation:

1. Program records
2. Accreditation success
3. Timeline success

Objective: A contract for piece rate work will be secured by 09/01/11. (Priority #3)

Action Plan:

1. Director of Adult & Youth Services and Adult Program Coordinator will meet to discuss and identify contract options by 03/01/11.
2. Director of Adult & Youth Services and Adult Program Coordinator will contact possible businesses for contract by 05/31/11.
3. Director of Adult & Youth Services and Adult Program Coordinator will determine piece rate pay scale and finalize contract by 08/01/11.
4. Piece rate contract will be implemented by 09/01/11.

Persons Responsible:

1. Director of Adult & Youth Services and Adult Program Coordinator
2. Director of Adult & Youth Services and Adult Program Coordinator

3. Director of Adult & Youth Services and Adult Program Coordinator
4. Director of Adult & Youth Services and Adult Program Coordinator

Resources:

1. Supported Employment Staff
2. Chamber of Commerce
3. Internet
4. Other agencies

Evaluation:

1. Contract
2. Meeting notes
3. Pay scale
4. Program records
5. Timeline success

Objective: The number of Adult Program participants will be increased on an ongoing basis. (Priority #2)

Action Plan:

1. Adult Program Coordinator will communicate with Case Management on a monthly basis to relay needs on an ongoing basis.
2. Director of Adult & Youth Services will develop an Adult Program brochure for community by 05/01/11.

Persons Responsible:

1. Adult Program Coordinator
2. Director of Adult & Youth Services

Resources:

1. DMH/ID Case Management
2. Internet
3. Other agencies

Evaluation:

1. Monthly billing records
2. Program records
3. Monthly contract records
4. Brochure

Objective: Supported Employment / STEPS staff will be increased by 01/01/11. (Priority#2)

Action Plan:

1. Director of Adult & Youth Services and Supported Employment / STEPS Program Coordinator will meet to identify staff and area needs by

09/30/2010.

2. Director of Adult & Youth Services and Supported Employment/STEPS Program Coordinator will meet with CEO and COO to discuss needs by 10/01/10.
3. Supported Employment/STEPS Program Coordinator will meet with the Director of Human Resources to advertise for open employment positions by 10/10/10.
4. Supported Employment/STEPS Program Coordinator and Director of Human Resources will schedule interviews by 10/30/10.
5. Supported Employment/STEPS staff is employed by 01/01/11.

Persons Responsible:

1. Director of Adult & Youth Services and Supported Employment/STEPS Program Coordinator
2. Director of Adult & Youth Services, Supported Employment/STEPS Program Coordinator, CEO and COO
3. Supported Employment/STEPS Program Coordinator and Director of Human Resources
4. Supported Employment/STEPS Program Coordinator and Director of Human Resources
5. Supported Employment/STEPS Program Coordinator, Director of Human Resources and CEO

Resources:

1. Newspaper
2. Resumes
3. Internet job listing sites
4. Other agencies

Evaluation:

1. Newspaper ads
2. Employment records
3. Timeline success

Objective: Supported Employment will add a satellite location in Brewton by 01/01/11. (Priority #1)

Action Plan:

1. Director of Adult & Youth Services and Supported Employment / STEPS Program Coordinator will meet with ADRS to determine caseload for Brewton location by 10/15/10.
2. Director of Adult & Youth Services and Supported Employment/STEPS Program Coordinator will secure office location in Brewton by 11/15/10.
3. Supported Employment/STEPS Program Coordinator and Director of Human Resources will place employment ads for Brewton staff by 11/01/10.

4. Supported Employment/STEPS Program Coordinator and Director of Human Resources will schedule interviews for Brewton staff by 12/01/10.
5. Brewton staff will be hired and beginning employment by 01/01/11.

Persons Responsible:

1. Director of Adult & Youth Services and Supported Employment/STEPS Program Coordinator
2. Director of Adult & Youth Services and Supported Employment/STEPS Program Coordinator
3. Supported Employment/STEPS Program Coordinator and Director of Human Resources
4. Supported Employment/STEPS Program Coordinator and Director of Human Resources
5. Supported Employment/STEPS Program Coordinator, Director of Human Resources and CEO

Resources:

1. Newspaper
2. Online job listing sites
3. Local agencies
4. Local Chamber of Commerce

Evaluation:

1. Employment records
2. Site lease agreement
3. Newspaper and online ads
4. Billing records
5. Timeline success

Objective: A Pre-Vocational Training Program will be implemented by 01/01/12.

Action Plan:

1. Director of Adult & Youth Services and Supported Employment/STEPS Program Coordinator will meet with SE/STEPS staff and Vocational Rehabilitation staff to determine priority needs for program by 02/01/11.
2. Director of Adult & Youth Services and Supported Employment/STEPS Program Coordinator will design program by 06/01/11.
3. Director of Adult & Youth Services and Supported Employment/STEPS will submit funding proposals to potential funding sources by 07/15/11.
4. Funding will be secured by 09/30/11.
5. Program will be implemented by 01/01/12.

Persons Responsible:

1. Director of Adult & Youth Services and Supported Employment/STEPS Program Coordinator
2. Director of Adult & Youth Services, Supported Employment/STEPS

- Program Coordinator and COO
3. Director of Adult & Youth Services and Supported Employment/STEPS Program Coordinator
  4. Director of Adult & Youth Services and Supported Employment/STEPS Program Coordinator
  5. Director of Adult & Youth Services, Supported Employment/STEPS Program Coordinator, and COO

Resources:

1. Vocational Rehabilitation
2. DMH/ID
3. Internet
4. Other agencies
5. Focus Group input

Evaluation:

1. Meeting notes
2. Funding proposals
3. Program records
4. Program design format

Objective: Young adults with disabilities who are employed will be integrated into the Young Professionals Board activities by 01/01/11. (Priority #3)

Action Plan:

1. Director of Adult & Youth Services and Supported Employment/STEPS Program Coordinator will develop listing of employed young adults by 10/15/10.
2. Director of Adult & Youth Services will communicate list to Director of Marketing and Development and Young Professional Board President by 10/30/10.
3. Director of Adult & Youth Services will supply monthly list of employed young adults on an ongoing basis.
4. Young adults will be included in Young Professional Board activities by 01/01/11.

Persons Responsible:

1. Director of Adult & Youth Services and Supported Employment/STEPS Program Coordinator
2. Director of Adult & Youth Services
3. Director of Adult & Youth Services
4. Director of Adult & Youth Services, Young Professional Board President and Director of Marketing and Development

Resources:

1. STEPS/SE Records

## 2. Internet

### Evaluation:

1. Meeting notes
2. Employed lists
3. Monthly updates
4. Young Adult Board correspondence
5. Timeline success

## Community Resources

**Outcome: Community Resource assistance for individuals with disabilities and their families is improved and increased opportunities are available.**

Objective: An application process for community resource assistance will be implemented by 01/01/11. (Priority #1)

Action Plan:

1. Director of Adult & Youth Services will develop application form and process by 11/30/10.
2. Director of Adult & Youth Services will meet with managers to review process and communicate process to staff by 12/15/10.
3. Application process is implemented by 01/01/11.

Persons Responsible:

1. Director of Adult & Youth Services
2. Director of Adult & Youth Services
3. Director of Adult & Youth Services

Resources:

1. Other agencies
2. Internet

Evaluation:

1. Forms
2. Completed applications
3. Peek at the Week
4. Manager Meeting minutes
5. Timeline success

Objective: A grant for additional Community Resource funds will be secured on an ongoing basis. (Priority #2)

Action Plan:

1. Director of Adult & Youth Services will identify potential funding sources by 01/01/11.
2. Director of Adult & Youth Services will complete funding proposals to sources on an ongoing basis.
3. Director of Adult & Youth Services will secure additional funds on an ongoing basis.

Persons Responsible:

1. Director of Adult & Youth Services

2. Director of Adult & Youth Services
3. Director of Adult & Youth Services

Resources:

1. Internet
2. Community Foundation of South Alabama
3. Staff
4. Other agencies

Evaluation:

1. Funding Proposals
2. Budget
3. Community Resource Funding Record

## Development

**Outcome: The UCP Development Department is innovative and efficient in raising funds that effectively support UCP programs and services.**

Objective: A donor program software package will be implemented by 03/01/11.  
(Priority #1)

Action Plan:

1. Director of Marketing and Development will identify desired donor program software by 12/01/10.
2. Director of Marketing and Development will purchase donor program software by 01/15/11.
3. Director of Marketing and Development and support staff will load information into new system by 03/01/11.
4. Donor program system will be implemented by 03/01/11.

Persons Responsible:

1. Director of Marketing and Development, support staff
2. Director of Marketing and Development, support staff
3. Director of Marketing and Development, support staff
4. Director of Marketing and Development, support staff

Resources:

1. Other agencies
2. Internet

Evaluation:

1. Software purchase agreements
2. Donor program records
3. Timeline success

Objective: The UCP Agency website will be re-designed by 03/01/12. (Priority #2)

Action Plan:

1. Director of Marketing and Development will meet with the CEO, COO and other management staff to determine website needs by 06/01/11.
2. Director of Marketing and Development will meet with IT Coordinator to discuss website re-design by 03/01/12.
3. Website re-design will be completed by 03/01/12.

Persons Responsible:

1. Director of Marketing and Development
2. Director of Marketing and Development, IT Coordinator
3. Director of Marketing and Development, IT Coordinator

Resources:

1. Other agency sites
2. Staff
3. Board members
4. Internet

Evaluation:

1. Website design
2. Timeline success
3. Meeting notes

Objective: A high-profile indoor fundraising event will be secured by 10/01/12.  
(Priority #3)

Action Plan:

1. Director of Marketing and Development and staff will meet to discuss possible event ideas by 10/01/11.
2. Director of Marketing and Development and staff will research ideas to determine best alternative by 12/31/11.
3. Director of Marketing and Development and staff will design event and all related activities by 10/01/12.

Persons Responsible:

1. Director of Marketing and Development, support staff
2. Director of Marketing and Development, support staff
3. Director of Marketing and Development, support staff

Resources:

1. Other agencies
2. Other UCP affiliates
3. National UCP staff
4. Internet
5. Local businesses
6. Donors

Evaluation:

1. Meeting notes
2. Phone call notes
3. Event design
4. Timeline success

Objective: UCP Board of Directors Development Committee will increase attendance and productivity by 50% by 10/01/12.

Action Plan:

1. Director of Marketing and Development will meet with the Development Committee Chairperson to discuss ways to increase attendance/productivity by 10/01/11.
2. Director of Marketing and Development will develop plan to increase attendance/productivity by 12/31/11.
3. Director of Marketing and Development Committee Chairperson will implement plan by 01/01/12.
4. Attendance and productivity will increase by 10/01/12.

Persons Responsible:

1. Director of Marketing and Development, Development Committee Chairperson
2. Director of Marketing and Development
3. Director of Marketing and Development, Development Committee Chairperson
4. Director of Marketing and Development

Resources:

1. Other agencies
2. Other UCP affiliates
3. Internet

Evaluation:

1. Meeting minutes
2. Attendance records
3. Development Committee Plan
4. Timeline success

Objective: A defined financial coding system for individual event budgets will be implemented by 10/01/11.

Action Plan:

1. Director of Marketing and Development and Development staff will meet with Finance Department staff to discuss financial coding system for events by 06/01/11.
2. Director of Marketing and Development and Director of Finance will develop financial coding system by 08/01/11.
3. Director of Marketing and Development, Development Staff, and Finance Department staff will be trained on Financial Coding System by 09/15/11.
4. Financial coding system will be implemented by 10/01/11.

Persons Responsible:

1. Director of Marketing and Development
2. Director of Marketing and Development, Director of Finance
3. Director of Marketing and Development
4. Director of Marketing and Development

Resources:

1. Finance staff

Evaluation:

1. Financial coding system
2. Budget Reports
3. Timeline success
4. Staff input

## Information Technology

**Outcome: UCP staff are supported with efficient and effective technology services.**

Objective: UCP computers will be updated to Microsoft Office 2007 software by 12/31/10. (Priority #1)

Action Plan:

1. IT Coordinator will purchase Microsoft Office 2007 by 11/01/10.
2. IT Coordinator will update all computers with the new software by 12/31/10.

Persons Responsible:

1. IT Coordinator
2. IT Coordinator

Resources:

1. Internet

Evaluation:

1. Software purchase documents
2. Timeline success
3. Staff input
4. Computer inventory

Objective: Videoconferencing technology will be available to all UCP staff by 10/01/11. (Priority #2)

Action Plan:

1. IT Coordinator will determine videoconferencing needs and costs by 10/15/10.
2. Videoconferencing costs will be included in the UCP 2011 budget by 11/15/10.
3. Videoconferencing technology will be purchased and installed by 10/01/11.

Persons Responsible:

1. IT Coordinator
2. IT Coordinator
3. IT Coordinator

Resources:

1. Internet
2. Director of Finance
3. CEO, COO

Evaluation:

1. Technology inventory
2. Technology purchase documents
3. UCP 2011 budget
4. Timeline success

## United Cerebral Palsy Strategic Planning Objectives

**Outcome: UCP communicates program and financial information to program participants and their families, stakeholders, and other community supporters.**

Objective: A formalized Annual Report will be developed by 08/01/11.

Action Plan:

1. COO and Director of Marketing and Development will research appropriate formats for Annual Report by 06/01/11.
2. COO and Director of Marketing and Development will collaborate to complete Annual Report by 08/01/11.

Persons Responsible:

1. COO, Director of Marketing and Development
2. COO, Director of Marketing and Development

Resources:

1. Other agencies
2. UCP affiliates
3. Internet
4. Board members

Evaluation:

1. Annual Report document
2. Timeline success

Objective: A link to UCPA's "My Child with No Limits" site will be added to UCP of Mobile's website by 12/31/10.

Action Plan:

1. IT Coordinator will add link to UCP website by 12/01/10.
2. Director of Marketing and Development will develop and communicate a press release releasing link to local media, individuals with disabilities and their families, stakeholders, and other community supporters by 12/31/10.

Persons Responsible:

1. IT Coordinator
2. Director of Marketing and Development

Resources:

1. National UCPA
2. Newspapers
3. Other media
4. Internet

Evaluation:

1. UCP website
2. Press releases
3. Timeline success
4. Family satisfaction surveys

Objective: Two new events will be developed in outlying areas by 12/31/11.

Action Plan:

1. Director of Development and Marketing and Development staff will meet to discuss ideas for events by 05/01/11.
2. Director of Development and Marketing and Development staff will meet with outlying staff to discuss ideas by 06/01/11.
3. Director of Development and Marketing and Development staff will determine events by 06/15/11.
4. Director of Development and Marketing and Development staff will plan and develop protocol for events by 12/31/11.

Persons Responsible:

1. Director of Marketing and Development, Development staff
2. Director of Marketing and Development, Development staff
3. Director of Marketing and Development, Development staff
4. Director of Marketing and Development, Development staff

Resources:

1. UCPA
2. UCP affiliates
3. Internet
4. Staff input
5. Other agencies

Evaluation:

1. Event protocols
2. Meeting notes
3. Timeline success

**Outcome: Respite services for people with disabilities and their families will be expanded and enhanced.**

Objective: UCP will provide Weekend Respite by 12/31/11. (Priority #3)

Action Plan:

1. Director of Adult & Youth Services and Camp Director will meet to determine costs of Weekend Respite at camp by 11/14/10.

2. Determine possible funding sources by 12/01/10.
3. Develop proposals / applications to funding sources by 03/01/11.
4. Secure funding by 07/01/11.
5. Determine dates for Weekend Respite by 08/01/11.
6. Send applications for service to families by 07/01/11.

Persons Responsible:

1. Director of Adult & Youth Services, Camp Director
2. Director of Adult & Youth Services, Camp Director
3. Director of Adult & Youth Services, Camp Director
4. Director of Adult & Youth Services, Camp Director
5. Director of Adult & Youth Services, Camp Director
6. Director of Adult & Youth Services, Camp Director

Resources:

1. Camp Grace
2. Foundations
3. Internet

Evaluation:

1. Meetings conducted according to timeline
2. Proposals / applications developed according to timeline
3. Feedback from families
4. Timeline success

**Outcome: UCP of Mobile will operate a database that is reliable and efficient.**

**Objective: UCP of Mobile will update the current database to enhance information retrieval and reliability. (Priority #2)**

Action Plan:

1. Survey staff to determine information needs on an ongoing basis.
2. Management and other staff determine method to obtain timely information on an ongoing basis.
3. COO will communicate needs/changes to support and management staff on an ongoing basis.

Persons Responsible:

1. Chief Operating Officer
2. Chief Operating Officer, Management Staff
3. Chief Operating Officer

Resources:

1. Staff
2. Consultants
3. Internet

Evaluation:

1. Staff surveys
2. Meeting notes
3. System review reports
4. Timeline success

**Outcome: UCP staff will receive enhanced training that optimizes professional skill development.**

Objective: Program managers will increase staff development budget in the 2011 Agency budget.

Action Plan:

1. Managers will gather input from staff regarding needs by 10/15/10.
2. Managers will determine budget needs for staff development by 11/01/10.
3. All managers will meet with CEO, Director of Finance and COO to discuss staff training enhancement by 11/05/10.
4. Managers will complete budgets by 11/05/10.

Persons Responsible:

1. Managers
2. CEO
3. COO

Resources:

1. Staff
2. Employees
3. Other agencies

Evaluation:

1. Meeting notes
2. Documented staff input
3. Budget forms
4. Completed Agency budget
5. Employee satisfaction surveys
6. Timeline success

**Objective:** UCP will transmit pertinent advocacy information by e-mail and mail, as needed to individuals with disabilities and their families on an ongoing basis.

**Action Plan:**

1. Management staff will communicate advocacy issues to Director of Marketing and Development and COO on an ongoing basis.
2. Advocacy alerts will be communicated to individuals, families, stakeholders, Board members, and other community supporters on an ongoing basis.

**Persons Responsible:**

1. COO, Director of Marketing and Development
2. Managers

**Resources:**

1. Other advocacy alert systems
2. Other agencies
3. UCPA

**Evaluation:**

1. Advocacy alert documents
2. Family satisfaction surveys
3. Consumer and family input

**Outcome:** Adults with disabilities who are not on the MR/DD waiver receive financial assistance if they choose to attend the Adult Day Program.

**Objective:** UCP will develop a scholarship fund for the Adult Day Program in the 2011 budget.

**Action Plan:**

1. COO and Director of Adult and Youth Services will meet with CEO to discuss development of scholarship fund by 10/15/10.
2. COO and Director of Adult & Youth Services will develop scholarship protocol by 12/01/10.
3. Director of Adult and Youth Services will include scholarship fund in the 2011 program budget.

**Persons Responsible:**

1. COO, Director of Adult & Youth Services, CEO
2. COO, Director of Adult & Youth Services
3. Director of Adult & Youth Services, Director of Finance

**Resources:**

1. UCPGB

## 2. Foundations

### Evaluation:

1. Meeting notes
2. Protocol
3. Correspondence
4. Budget notes
5. 2011 budget

**Outcome: Children with disabilities, ages birth to three, will continue to receive supports and services.**

**Objective: Additional financial support to replace ARRA funds will be secured by 04/01/11.**

### Action Plan:

1. CEO, COO, and Director of Children's Services will meet to discuss alternative funding sources by 10/15/10.
2. Funding sources will be contacted to schedule meetings by 01/01/11.
3. Meetings with funding sources will be completed by 03/01/11.
4. Funding will be secured by 04/01/11.

### Persons Responsible:

1. CEO, COO, Director of Children's Services
2. CEO, Director of Children's Services
3. CEO, COO, Director of Children's Services
4. CEO, Director of Children's Services

### Resources:

1. State agencies
2. Internet
3. Director of Finance
4. Other agencies

### Evaluation:

1. Program records
2. Employment records
3. Timeline success
4. Budget
5. Family Satisfaction Surveys

**Outcome: Families and siblings of individuals with disabilities will receive enhanced supports and services.**

Objective: A Family and Sibling Support group will be developed by 01/01/12.

Action Plan:

1. COO and Director of Family Services will meet to determine family and sibling needs and costs of service by 07/01/11.
2. Director of Family Services will enter cost into the UCP 2012 budget by 11/01/11.
3. Director of Family Services and Director of Human Resources will schedule interviews for Family and Sibling Support Group staff by 11/20/11.
4. Director of Family Services will hire staff by 12/15/11.
5. Support group will be implemented by 01/01/12.

Persons Responsible:

1. COO, Director of Family Services
2. Director of Family Services
3. Director of Family Services, Director of Human Resources
4. Director of Family Services, COO
5. Director of Family Services

Resources:

1. Other agencies
2. UCP affiliates
3. Counselors
4. Internet
5. Families' focus group input

Evaluation:

1. Program protocol
2. Employment records
3. Timeline success
4. Family Satisfaction Surveys

**Outcome: Leadership in UCP outlying areas is effective and strong.**

Objective: A staff person to provide leadership in the Montgomery and Troy areas will be hired by 09/01/11. (Priority #1)

Action Plan:

1. CEO , COO and Management staff will discuss position description by 10/15/10.
2. CEO and COO will determine position cost by 10/20/10.
3. Cost of position will be included in the UCP 2011 budget by 11/15/10.

4. CEO, COO and Director of Human Resources will schedule and conduct interviews for position by 07/01/11.
5. Staff person will be hired by 09/01/11.

Persons Responsible:

1. CEO
2. CEO, COO
3. CEO, Director of Finance
4. CEO, COO, Director of Human Resources
5. CEO

Resources:

1. Local newspapers
2. Online job list sites
3. Staff input
4. Internet

Evaluation:

1. Job description
2. Budget
3. Timeline success
4. Employment records
5. Meeting minutes

**Outcome: Respitality program will be expanded and enhanced.**

Objective: Two additional Respitality sites will be secured by 08/01/11.

Action Plan:

1. Director of Family Services and Respite Coordinator will identify potential Respitality sites by 06/01/11.
2. Director of Family Services and Respite Coordinator will meet with potential site personnel by 07/01/11.
3. Two sites will be secured by 08/01/11.

Persons Responsible:

1. Director of Family Services, Respite Coordinator
2. Director of Family Services, Respite Coordinator
3. Director of Family Services, Respite Coordinator

Resources:

1. Internet
2. Chamber of Commerce
3. Hotel Guide
4. UCPA

Evaluation:

1. Meeting notes
2. Letters of Agreement
3. Family Satisfaction Surveys
4. Timeline success

**Outcome: EI Services and staff support are enhanced and effective through strong leadership.**

Objective: An Early Intervention Coordinator position will be established by 12/31/11.

Action Plan:

1. CEO, COO and Director of Children's Services will meet to discuss position by 06/01/11.
2. Director of Children's Services will develop job description for position by 08/30/11.
3. Director of Children's Services will include cost of position in the UCP 2012 budget by 11/01/11.
4. Position will be approved for the 2012 budget by 12/31/11.

Persons Responsible:

1. CEO, COO, Director of Children's Services
2. Director of Children's Services
3. Director of Children's Services, Director of Finance
4. CEO

Resources:

1. Other agencies
2. UCP affiliates
3. Internet
4. Staff input
5. Director of Human Resources

Evaluation:

1. Budget
2. Meeting notes
3. Job Description
4. Timeline success
5. Staff input

**Outcome: UCP programs and services are enhanced and sustained through donor support.**

Objective: A Planned Giving Program will be implemented by 10/01/12.

Action Plan:

1. Director of Marketing and Development will meet with UCP Board Development Committee and CEO to discuss Planned Giving by 06/01/12.
2. Director of Marketing and Development will develop Planned Giving protocol by 07/01/12.
3. Board Development Committee will approve Planned Giving protocol by 08/30/12.
4. Director of Marketing and Development will implement Planned Giving Program by 10/01/12.

Persons Responsible:

1. Director of Marketing and Development, UCP Board Development Committee and CEO
2. Director of Marketing and Development
3. Director of Marketing and Development, UCP Board Development Committee and CEO
4. Director of Marketing and Development

Resources:

1. Other agencies
2. UCP affiliates
3. UCPA
4. Board
5. Internet

Evaluation:

1. Planned Giving protocol
2. Meeting minutes
3. Timeline success
4. Donor records