



Strategic Plan

8-1-23 – 7-31-26



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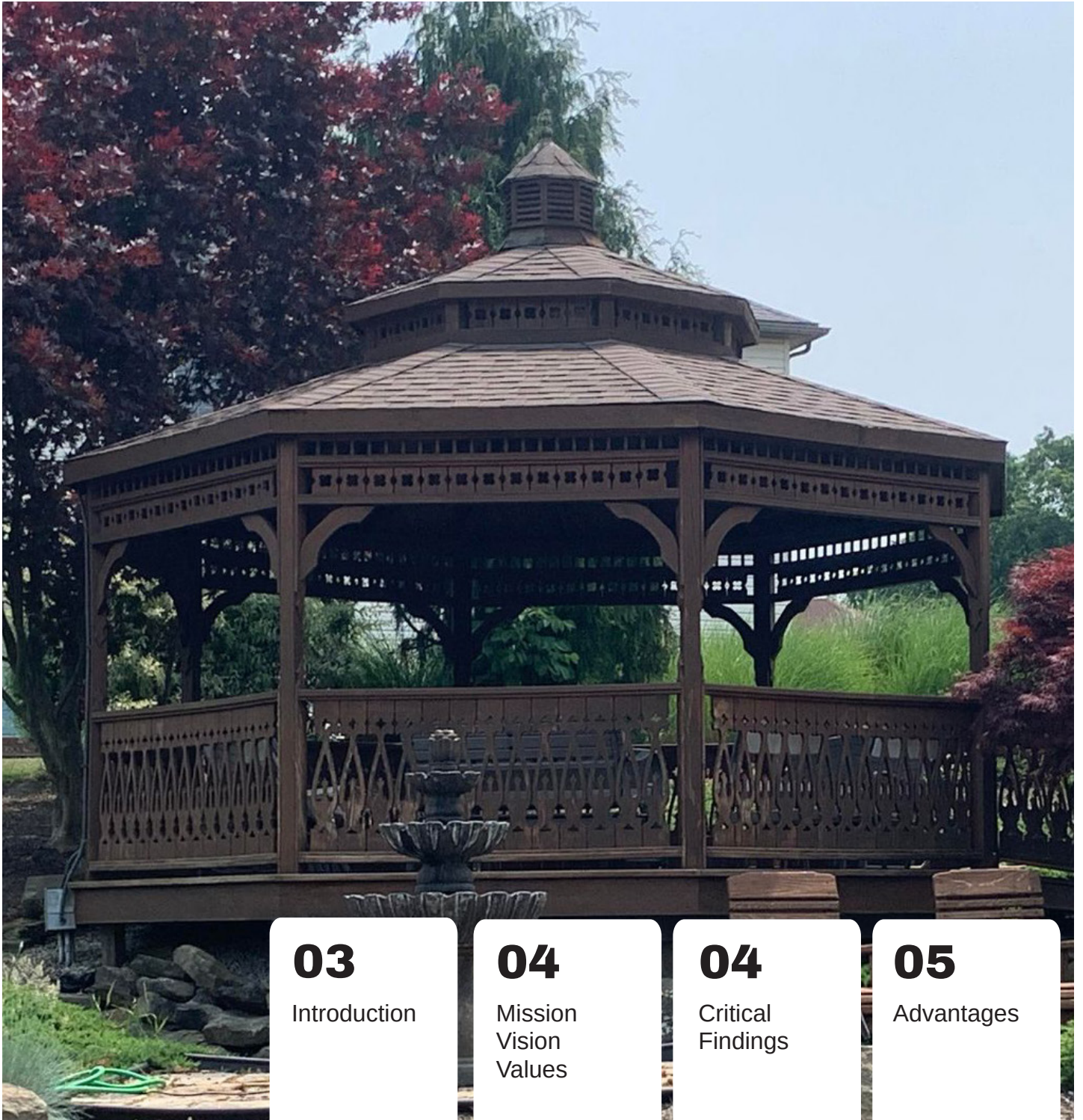
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Introduction

We are excited to share our 3-year strategic plan that will propel our organization forward. Our new mission, vision, and values will serve as our driving force for SJV operations.

This plan is being launched during a time of significant change and challenge in our operating environment. Stakeholder voice and choice are increasingly moving us to listen more and individualize our services to become more flexible to meet the needs of an evolving community-based model. At the same time, we are

finding ourselves increasingly challenged by external factors, including diminishing resources, to continue our heritage of innovation, create efficiencies, address long-standing issues with our physical plant, and to reinvest in our staff. This plan seeks to guide our efforts to take on these challenges head-on as an agency while furthering our growing reputation for excellence, impact, and leadership in our state and region for serving children and adults with developmental disabilities. At the same time, this plan provides us with concrete direction to become the best-known provider (rather than the best-kept secret) and increase our philanthropic support to solidify and diversify our funding.

The resultant strategic plan for 2023-2026 prioritizes developing organization-wide strategies that strengthen all agency programs and promote “SJV’s way of work,” as well as programmatic enhancements and innovation, together with developing a robust marketing and fund development plan, focusing on admissions, staff recruitment and retention, reinvesting in agency facilities, and staff development. The strategic plan lays out a three-year scope of work, with high-level goals and objectives, key strategies, and action plans. Each year, a detailed work/action plan will be developed and monitored to review implementation and hold us accountable for the work to be done.

I want to thank our board, parents, external stakeholders, and staff for their input into this process. At the same time, I want to express my appreciation for the planning committee members -- board and staff -- that shepherded this process together with our consultants from MEORC.

Sincerely

Richard Davis, CEO

Mission, Vision, Values

Mission

SVJ provides care with compassion, dignity, and respect.

Vision

Where growth has no boundaries

Values

- ▶ Working together
- ▶ Always growing
- ▶ Staying consistent
- ▶ Being respectful
- ▶ Open and honest
- ▶ Encouraging creativity
- ▶ Ensuring safety



Critical Findings

As part of the strategic planning process, St. John's Villa sought information from the following customers and key stakeholders (individuals served, families/guardians, county board employees, and other key stakeholders). This information was used to identify strategic advantages, strategic challenges, and strategic opportunities for the organization. These were the critical findings that supported the development of the new vision, mission, and values along with the strategy map that will move St. John's Villa into the future.

Advantages



Compliance

- ▶ SJV receives the highest compliance licensure reviews.

Facilities

- ▶ SJV has a well-maintained campus due to on-site maintenance.
- ▶ SJV is located in a country setting with easy access to stores and restaurants.

Funding

- ▶ SJV is fortunate enough to have the support of several outside donors to allow for funding of activities and needs.

HR / Staffing

- ▶ SJV provides continuous onsite paid training, allowing staff to continue to grow.
- ▶ SJV has dedicated home managers for each site to ensure compliance and continuity of care for individuals served.
- ▶ SJV provides a comprehensive benefit package including healthcare for staff.

Information Technology

- ▶ SJV has access to an IT department for tech support.
- ▶ SJV has the technology to help ensure health and safety of residents and communication between staff.

Marketing

- ▶ SJV has a department dedicated to marketing and advertising to increase awareness.

Policies / Procedures

- ▶ SJV has a good procedure in place for reporting MUI's, behaviors, and improving relations with SSAs.
- ▶ SJV has support of board members to oversee major decision making.
- ▶ SJV collaborates with other agencies.

Advantages



Services

- ▶ SJV has nursing on site for easier access to health care.
- ▶ SJV offers a variety of services and job opportunities (ADS, Daycare, Supported Living, Restaurant, Gift Shop, Transportation) for convenience of community, residents, and staff.
- ▶ SJV provides caring services in a family friendly environment.
- ▶ SJV provides quarterly surveys and monthly contact with guardians to provide better communication and input.
- ▶ SJV has improved cultural diversity with regards to staff.
- ▶ SJV has improved community integration for resident relationships.



Challenges



Facilities

- ▶ SJV lacks funding for housing and equipment updates to meet the needs of residents.

Information Technology

- ▶ SJV doesn't have systems in place to protect SJV from cyber attacks.

Financial

- ▶ SJV needs to develop a process that promotes effective communication (internal & external).
- ▶ SJV training program has not been fully implemented across all departments.
- ▶ SJV currently has security procedures in place that are not always followed.
- ▶ SJV has outdated procedures and processes that result in duplicate work, creates paper records, and causes inefficiencies.

Marketing

- ▶ SJV needs to develop an outreach in marketing and campaigns to supplement unfunded mandates (includes admissions).

Services

- ▶ SJV has increased vacancies due to aging population.
- ▶ SJV doesn't provide field trips for daycare due to workforce constraints.

Staffing / Retention

- ▶ SJV has a low staff retention rate that affects the quality of service we provide and increases overtime cost.
- ▶ SJV is competing with other organizations for scarce human resources due to limited funding which impacts staffing levels and benefit options for employees.
- ▶ SJV's point system is not systematically implemented across all departments.
- ▶ SJV's current salary system does not allow for performance-based increases in pay.

Opportunities



Facilities

- ▶ SJV could increase and maintain safety on campus.
- ▶ SJV could improve/upgrade houses for accessibility.

HR / Staffing

- ▶ SJV could implement a standardized evaluation process including performance-based pay.
- ▶ SJV could expand on their ability to recruit and retain employees by highlighting the tuition scholarship opportunities, incentive programs, and other workforce benefits.
- ▶ SJV could expand on the cross-training of employees to increase operational efficiencies.
- ▶ SJV should explore ways to increase recruitment and hiring of a diversified workforce.
- ▶ SJV could expand on our employee appreciation program to improve culture.

Information Technology

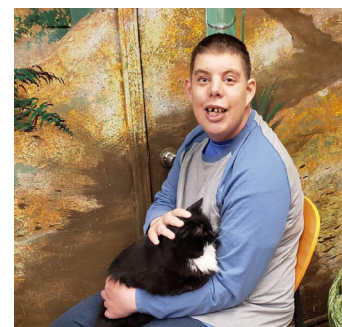
- ▶ SJV would benefit from expanding and advancing technology within the agency.

Marketing

- ▶ SJV could explore advertising to increase donors and maximize support outside of SJV to increase funds for operations.

Processes

- ▶ SJV can improve communication both internally and externally that would support increased employee and customer engagement.
- ▶ SJV would benefit from involving staff in some decision-making.



Opportunities

Services

- ▶ SJV would benefit from an on-grounds activity park for warmer seasons.
- ▶ SJV should explore options to fill bed vacancies and / or pursue acquisitions and mergers.
- ▶ SJV has the opportunity to increase family / guardian interaction on campus.
- ▶ SJV should explore options to expand community employment and community inclusion activities for the residents.
- ▶ SJV will be open and honest to admit qualified individuals to live at SJV regardless of age, accommodation, and adaptation.

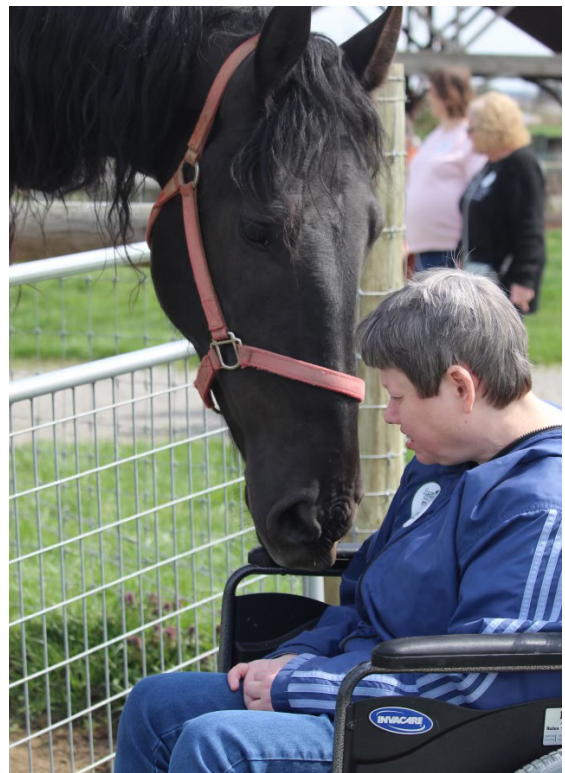
Next Steps

St. John's Villa will begin to determine the long and short-term action plans that need to be developed to address the initiatives identified in the strategy map.

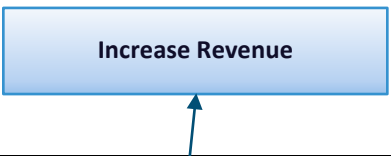
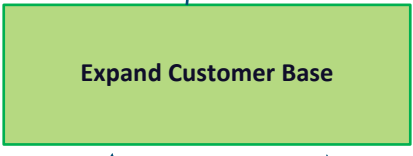
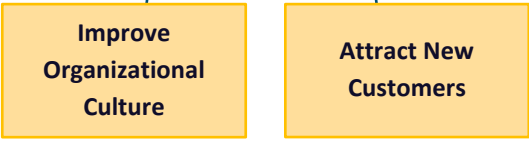
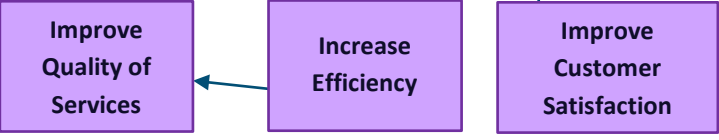
Periodic and annual updates will be provided to the board and St. John's Villa staff members to communicate progress on the strategic plan.

Board of Trsutees

- ▶ Melanie Campbell, Board Chair
- ▶ Jonathan Manzetti, Treasurer
- ▶ Doral Wilkes, Secretary
- ▶ Kathy Stoneman
- ▶ Peggy Conner
- ▶ Brian Samborsky
- ▶ Carol Sanford



Strategy Map

Vision	Where growth has no boundaries			
Mission	SJV provides care with compassion, dignity, and respect.			
Strategic Goals	Improve Organizational Foundation	Improve Operational Performance	Improve Customer Experience	Increase Financial Sustainability
Strategic Objectives		Initiatives	Measures	Targets
Financial	 <p>Increase Revenue</p>	<ul style="list-style-type: none"> Fundraising Advertising Improve and maximize billing 	<ul style="list-style-type: none"> Donor contributions Community awareness Billable services 	<ul style="list-style-type: none"> Increase donor contributions Expand community awareness reach Maximize revenue
Customer	 <p>Expand Customer Base</p>	<ul style="list-style-type: none"> Diversify customers 	<ul style="list-style-type: none"> New business 	<ul style="list-style-type: none"> Increase new business
Internal Processes	 <p>Improve Organizational Culture</p> <p>Attract New Customers</p>	<ul style="list-style-type: none"> New products/services Communication 	<ul style="list-style-type: none"> Employee engagement 	<ul style="list-style-type: none"> Increase employee engagement scores
Learning and Growth	 <p>Improve Quality of Services</p> <p>Increase Efficiency</p> <p>Improve Customer Satisfaction</p>	<ul style="list-style-type: none"> Recruitment/retention Training Merit-based pay Expanding technology Accessibility accommodations 	<ul style="list-style-type: none"> Retention rates Vacancy rate 	<ul style="list-style-type: none"> At or better than national average Maintain 55 individuals
Working Together, Always Growing, Staying Consistent, Being Respectful, Being Open and Honest, Encouraging Creativity, Ensuring Safety				