

STRATEGIC PLAN

2023





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GOALS



PCCS will showcase and celebrate our workforce, culture, and services in newsletters, monthly agency update meetings, social media, and websites.



PCCS will continue to disseminate information through multiple methods including but not limited to email, texting, website, social, videos, memos, and newsletters.



PCCS will streamline paperwork, policies, procedures, and forms for staff and develop better trainings as well as reference tools. This will include but not limited to the systems we use such as eVero, Paycom, Relias, ect.



PCCS will continue to develop career advancement programs, engage in various recruitment efforts and work towards a more comprehensive benefit package to reduce turnover.



PCCS will campaign around the chain of command for contacts that employees and participants/families will be provided with, and that staff will be trained on. PCCS will develop a communication protocol to address gaps in communication, within the roll out PCCS will re-train administrators on different departments and role.



PCCS will work to restructure all organizational policies, procedures, manuals, help guides in one place for ease of access and information.



PCCS will work to develop a pipeline of staffing referrals to people/families self-directing for direct support roles.



PCCS will continue advocacy efforts through multiple channels to advance service delivery, options, quality and consistency.



PCCS will engage in multiple efforts to reduce burnout including but not limited to; evaluating job descriptions and the need for additional roles, developing guiding principals for our everyday work structure, surveying and discuss what is working and not working with employees/people supported/families, evaluating performance management data to address areas of opportunity to support and develop employees. performance management data to address areas of opportunity to support and develop employees.



PCCS will continue to engage in multiple efforts to increase engagement across all programs by offering a variety of different group activities, social groups, trips, etc.

STRATEGIC PLANNING PROCESS

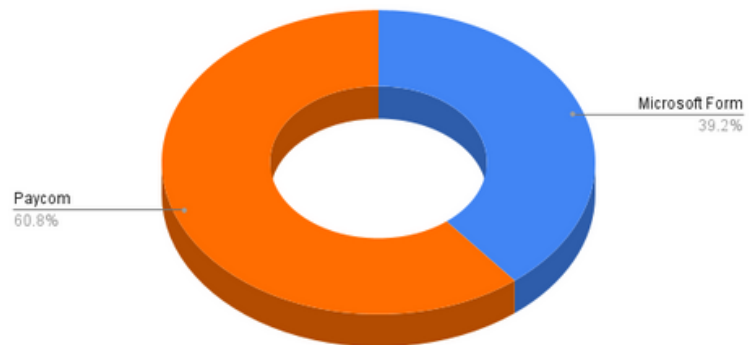
A SWOT analysis is a survey used to ask people connected to Person Centered Care Services (PCCS) about their thoughts on our Strengths, Weakness', Opportunities and Threats. PCCS does an annual SWOT analysis to help build the strategic plan for the next year. The strategic plan helps decide on what goals PCCS will work towards each year.

ENGAGEMENT & INPUT

Who Participated?

PCCS received a total of 165 responses from the Microsoft forms survey and a total of 256 from the Paycom survey.

PCCS did outreach through email, text and mail to all the people supports and employees. Department supervisors and administrative staff did a call bank and called all the people supported and employees to increase response rates.



OUTCOMES

Based on the responses received PCCS determined:

Our strengths:

Survey responses noted PCCS teams:

- Enhanced communication by using various methods to ensure everyone gets the information needed.
- Being person centered in their work always striving for optimal services and advocacy where optimal services seem to be out of reach.
- To be knowledgeable about the work they do, the systems we need to navigate and ways to provide support.
- To be caring and supportive of employees, people supported, families and community members in trying to meet the needs of our immediate PCCS network as well as the extended community.
- Active community involvement has supported growth, creativity in services, advocacy opportunities and awareness to the greater community on the needs of people with disabilities.

Based on the responses received PCCS determined:

Our weaknesses:

- Difficulty with information retention and adapting to needed procedures/policy changes, lack of follow through consistently and accountability when expectations are not met.
- Lack of understanding inter-departmentally as well as on a community level through social media.
- Lack of understanding/use of all resources available including but not limited to taking initiative without prompts, technology systems including teams, zoom, one drive, screen shots, videos etc. on how to utilize.
- Lack of staffing and continuous turnover particularly in DSP roles but it is being experienced in administrative roles as well.

Our opportunities:

- Enhance the hiring, onboarding, evaluation, promotion, and staff development process to ensure adequate training and assessment of our workforce.
- Hosting live trainings to ensure comprehensive and attention.
- Information is housed in several different areas it could be condensed and written in more plain language.
- Staffing for self-directing families, PCCS is not able to provide and find staff for SDS families.

Our threats:

- Lack of staffing in direct support professional roles.
- Advocacy for more adaptable service options to meet the needs of people instead of a standard suite of services and how to use them.
- Administrative burnout due to coverage and administrators feeling stretched to thin.

GOAL 1



PCCS will showcase and celebrate our workforce, culture, and services in newsletters, monthly agency update meetings, social media, and websites.

Response

- PCCS hosted a program-wide photo/video shoot enhancing our website and social media.
- PCCS initiated the process of “Stay Interviews”, in highlighting current employees on social media and their reasons on why they are committed to PCCS.
- DSPs were celebrated during DSP week and DSPs who successfully completed the NADSP Career Ladder program were also celebrated with a graduation ceremony on December 12, 2023 at the Historic Old Bermuda Inn

GOAL 2



PCCS will continue to disseminate information through multiple methods including but not limited to email, texting, website, social, videos, memos, and newsletters.

Response

- PCCS continued to disseminate information through the agency website, social media platforms such as Instagram, Facebook as well as PCCS communication platforms such as eVer0 texting, and Relias memos and announcements.

GOAL 3



PCCS will streamline paperwork, policies, procedures, and forms for staff and develop better trainings as well as reference tools. This will include but not limited to the systems we use such as eVero, Paycom, Relias, ect.

Response

- PCCS developed a policy committee to review, formulate and revise policies.
- PCCS continues to analyze eVero to increase user capacity, and functionality within various eVero projects that includes the development of eVero cheat sheets as a guiding reference for employees and in an Admin toolkit.

GOAL 4



PCCS will continue to develop career advancement programs, engage in various recruitment efforts and work towards a more comprehensive benefit package to reduce turnover.

Response

- Throughout the year, PCCS continues to campaign for all employees and supervisors around benefits and usage of the Employment Assistance Program (EAP) to engage employees.
- PCCS developed administrative & DSP Career Ladder programs that included salary scale enhancements, job description revisiting and re-training, customizing standardizing onboarding training and monitoring and enhancements of performance management reducing turnover.

GOAL 5



PCCS will campaign around the chain of command for contacts that employees and participants/families will be provided with, and that staff will be trained on. PCCS will develop a communication protocol to address gaps in communication, within the roll out PCCS will re-train administrators on different departments and role.

Response

- Communication protocol was created to outline communication procedures in addressing communication gaps and inconsistencies within all departments.
- PCCS rolled out a role-specific series training for all administrators in learning about the different departments and roles at PCCS.

GOAL 6



PCCS will work to restructure all organizational policies, procedures, manuals, help guides in one place for ease of access and information.

Response

- PCCS developed a Policy Committee to review, formulate and revise policies within two organizational manuals (Operations Manual and Employee Manual)

GOAL 7



PCCS will work to develop a pipeline of staffing referrals to people/families self-directing for direct support roles.

Response

- The Human Resources, Community Relations and Fiscal Intermediary team have collaboratively worked together developing a survey for designee/families to determine staffing needs. The survey included questions on level of experience and certifications to match potential candidates to families. PCCS also added specific questions to the Self Hired Staff (SHS) application in Paycom that included location, schedule, and preferred working environment (smoking/nonsmoking/pet-allergies). PCCS also hosted a successful meet & greet on July 29th and 29th resulting in families being paired with staff.

GOAL 8



PCCS will continue advocacy efforts through multiple channels to advance service delivery, options, quality and consistency.

Response

- On May 18th, PCCS held their first conference at the Jewish Community Center (JCC), “Tap into emPowerment: reconfiguring humankind and the next generation”, in part of the New York Disability Advocates (NYDA)/Save Our Services (SOS) rally. The conference was a success! PCCS attending the SOS rally on March 3, 2023, at the College of Staten Island (CSI), for a call to action for the transformation of disability supports and services. On November 9, 2023, PCCS partnered with The NYC Civic Engagement Commission (CEC), for “The People’s Money - NYC’s citywide participatory budgeting process”. Twenty-five members of PCCS, gathered and shared/created different ideas that would help support the Staten Island

Response Continued...

community. On November 15, 2023, PCCS also attended a rally at the New York Capitol Building for a call to action to invest in the future of individuals with intellectual and developmental disabilities and the people who support them. Also on November 15, 2023, PCCS held an informational session on the Elizabeth Dubovsky Fellowship in Social Work program. PCCS is working with Staten Island Foundation to provide fellows the support and resources they need to further their education and career in Social Work. Next Cohort to launch in Fall of 2024.

- PCCS submitted the Mother Cabrini Grant LOI to support the implementation of career ladders for other organizations. PCCS also held an Health Equity Roundtable on December 6, 2023 that engaged conversations with leading experts in substance use and individuals with intellectual and developmental disabilities (IDD). PCCS has also partnered with the NYS Office for the Prevention of Domestic Violence and with the NYS Council on Developmental Disabilities, in a Parent/Family Learning exchange program, in where small group discussions or 1:1 conversations are held to increase access to domestic and sexual violence services for survivors with developmental disabilities.
- Through PCCS's Disability Action Advocates Committee, PCCS continues to work with self-advocates in fostering equitable change efforts that supports the rights of people with developmental disabilities.

GOAL 9



PCCS will engage in multiple efforts to reduce burnout including but not limited to; evaluating job descriptions and the need for additional roles, developing guiding principals for our everyday work structure, surveying and discuss what is working and not working with employees/people supported/families, evaluating performance management data to address areas of opportunity to support and develop employees. performance management data to address areas of opportunity to support and develop employees.

Response

- In May, Human Resources started working on developing “Guiding Principles to Avoid Burnout” with a survey to be sent to all employees across all positions to join. Responses from the survey will allow for guiding principles to be developed in reducing burnout for DSPs and Admins with training to follow.
- On June 6, 2023, a webinar was conducted with NY Alliance on “How to Stop Second Guessing Yourself” to address burnout. Human Resources also initiated trainings for Directors (Policies on employee benefits, employee handbooks, HR related context) so they in turn can train their teams. Current trainings provided have been successful.
- The Community Relations will also be hosting an empowerment day with NY Alliance day for the first week of September with a presentation on maintaining healthy boundaries while working to address burnout.

GOAL 10



PCCS will continue to engage in multiple efforts to increase engagement across all programs by offering a variety of different group activities, social groups, trips, etc.

Response

- The Community Relations department held the Ferry Hawks Baseball game on July 26, 2023 where people supported and their families from all different programs attended.
- The Clinical Team continues to collaborate with programs on events and activities to engage people supported across residential programs. “Fun Friday's” are hosted by the clinical team every other Friday. This therapeutic and recreational group will focus on conversations surrounding mental health and self-empowerment. This will be opened up to other programs.

Response Continued...

- “Take Me Home” showing held on June 16, 2023 at AHRC Headquarters. "Take Me Home" is a short film written and directed by Liz Sargent. The film shows the trials and tribulations of two daughters after the passing of their mother and how this affects the care of someone with an intellectual disability.
- HRS team continues to host monthly HRS Club Meetings for people supported living in their own apartments to get to know each other and discuss topics related to living independently.
- PCCS first prom was held on May 5, 2023 for groups ages for 18 and older. PCCS prom will now continue every year as a way to celebrate and increase engagement among members across all programs.
- PCCS planned a trip to Roller Jam on July 19, 2023 along with our upcoming Field Day in which admin staff will get the chance to be outside having a fun day of competition and camaraderie!
- Our Recreational Coordinator has organized group activities for people supported in Community Habilitation & Respite. Recreational programs have included bowling, cooking classes, and work out classes.

CONCLUSION

Person Centered Care Services (PCCS) is dedicated to actively seeking and valuing feedback from both employees and stakeholders to enhance its agency operations. PCCS recognizes the importance of gathering insights and suggestions from those involved in and impacted by its services. By fostering an environment of open communication and receptivity, PCCS aims to continuously improve its practices and better serve people supported and the community. This commitment underscores PCCS' dedication to embodying person-centered care principles in its organizational culture and operations.



GOALS



PCCS will develop and promote a total rewards package in recruiting postings and efforts for identified hard to fill and/or hard to retain positions.



PCCS will review, assess, and create efficient processes for employee recognition awards to enhance employee culture of learning, productivity, and engagement.



PCCS will establish stronger online/social media presence to promote PCCS as employer of choice in Staten Island to improve applicant pools in terms of quality, quantity, and diversity.



PCCS will continue to showcase and celebrate our workforce, culture, and services in newsletters, monthly agency updates meetings, social media, and our website.



PCCS will develop realistic videos of "a day in the life of..."



PCCS will create and implement a Supervisory Development program to strengthen and cultivate a leadership culture that will empower existing supervisors with skills, information, and guidance to help them grow as leadership professionals.



PCCS will continue to enhance communication through the usage of plain language to improve knowledge transfer and facilitate informed decision making for people supported.



Analyze Metrics and KPIs to define, calculate, report, evaluate and measure progress towards organizational goals and operations while providing program leaders analytical dashboards, to enhance understanding of service provisions, increase compliance and operational effectiveness.



Develop and implement a process for obtaining, evaluating, and measuring overall employee experience through feedback across the employment lifecycle.



Continue to enrich employees' wellness by reducing burnout by identifying and supporting challenges that affect the expected performance of employees.



PCCS will continue to develop career advancement programs, engage in various recruitment efforts and work toward a more comprehensive benefit package to reduce turnover.



Person Centered Care Services

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