



Bridgewell 2019-2021 Strategic Plan

March 21, 2019

Presented to:



The 2019-2021 Strategic Plan was developed based on five core themes that emerged during the offsite workshop with the Bridgewell Leadership Team and Board of Directors. These themes are the connective tissue between the strategic goals and down through measurements.



WORKFORCE AND ORGANIZATION DEVELOPMENT will positively impact individuals served as well as the top and bottom line



LEADERSHIP POSITIONS across the ecosystem will increase brand awareness, facilitating high QOC recognition



FINANCIAL SUSTAINABILITY is essential and current model is insufficient



DATA AND EVIDENCE matters and leads to better decision making



Organization and employee **IMPACT** is more important than checking off daily activities

Bridgewell 2019-2021 Strategic Plan – Executive Summary

Goals	Be acknowledged as a high quality of care (QOC) organization by individuals, the community, partners, and MA, thereby increasing brand recognition		Develop a sustainable, profitable funding model that supports the forward-looking vision and mission	
Strategies	Develop a new, relevant mission that drives BW's strategic intent by prioritizing programs and investments	Drive employee engagement and accountability through a new mission and aligned Workforce	Improve decision-making and investments with internal and external data and insights	Increase efficiency and impact by improving key business and operational processes
Actions	<ul style="list-style-type: none"> Name a CEO Conduct an industry assessment to identify non-profit & for-profit competitors and potential collaborators resulting in clear spaces of opportunity Design and conduct the BW mission project Define BW's "core" based on mission and need 	<ul style="list-style-type: none"> Conduct a Workforce Needs Assessment resulting in specific ways to improve employee health and engagement and to prioritize needs (e.g., compensation, career development, administration burden) Reorganize and realign the company according to Needs Assessment Develop a leadership succession plan 	<ul style="list-style-type: none"> Develop qualitative and quantitative evaluation criteria for measuring financial & programmatic performance Implement an integrated performance management approach (metrics, dashboard, etc.) Rollout and train staff on evaluation tools and impact mindset 	<ul style="list-style-type: none"> Conduct objective, critical analysis of infrastructure and programs Align current programs to newly defined Bridgewell "core"; prioritize core Select key business / operations process(es) to be reengineered with immediate efficiency gains Implement process improvement project; measure results
Metrics	Employee satisfaction levels (perception) Attrition rate (% monthly) Absenteeism rate (% monthly)		Program profitability Cash reserves Process efficiency (time, # manual steps)	

GOAL

Be acknowledged as a high quality of care (QOC) organization by individuals, the community, partners, and MA, thereby increasing brand recognition

STRATEGY

Develop a new, relevant mission to program prioritization and investments that drives BW's strategic intent

ACTIONS

- Name a CEO
- Conduct an industry assessment to identify non-profit & for-profit competitors and potential collaborators resulting in clear spaces of opportunity
- Design and conduct the BW mission project
- Define BW's "core" based on mission and need

DRIVERS



- Committed and present Leadership Team and BOD
- BW reputation is strong with stakeholders who know you
- Autism & Recovery Services are in demand

MEASURES

Employee satisfaction rating
Retention/attrition %

THEMES



IMPACT



WORKFORCE



LEADERSHIP

GOAL

Be acknowledged as a high quality of care (QOC) organization by individuals, the community, partners, and MA, thereby increasing brand recognition

STRATEGY

Drive employee engagement and accountability through new mission and aligned workforce

ACTIONS

- Conduct a Workforce Needs Assessment to inform meaningful ways to improve employee health and engagement and to prioritize needs (e.g., compensation, career path, etc.)
- Reorganize and realign the company according to Needs Assessment
- Develop a leadership succession plan

DRIVERS 

- Commitment of BW leadership
- CARF accreditation
- Autism & Recovery Services are in demand

MEASURES

Employee satisfaction
Attrition rate
Absenteeism rate

THEMES



IMPACT



WORKFORCE



LEADERSHIP



DATA

GOAL

Develop a sustainable, profitable funding model that supports the forward-looking vision and mission

STRATEGY

Improve decision-making and investments with internal and external data and insights

ACTIONS

- Develop qualitative and quantitative evaluation criteria for measuring financial & programmatic performance
- Implement an integrated performance management approach (metrics, dashboard, etc.)
- Rollout and train staff on evaluation tools and impact mindset

DRIVERS



- LT believes in the value of data analytics and wants to move the organization toward capturing and using real-world data

MEASURES

Program profitability
Cash reserves

THEMES



FIN. SUSTAINABILITY



WORKFORCE



DATA

GOAL Develop a sustainable, profitable funding model that supports the forward-looking vision and mission

STRATEGY Increase efficiency and impact by improving key business and operational processes

- ACTIONS**
- Conduct an objective, critical analysis of infrastructure and programs
 - Align current programs to newly defined Bridgewell “core”; focus on and feed the core
 - Select key business/operations process(es) to be reengineered with immediate efficiency gains
 - Implement process improvement project; measure results

- DRIVERS** ✓
- BW is committed to doing the “hard work,” driven by real need

MEASURES Program profitability
Process efficiency (time, # manual steps)

THEMES

IMPACT  WORKFORCE  LEADERSHIP  DATA 